

MONUMENT FIRE DISTRICT



2026 ANNUAL BUDGET

Serving with Character, Connection, & Commitment



Mark Gunderman, President
Dr. John Hildebrandt, Vice President Duane Garrett, Secretary
Thomas Kelly, Treasurer Randall Estes, Director
Tim Deleon, Director Andre Mouton, Director

BUDGET MESSAGE
(Pursuant to 29-1-103(1)(e), C.R.S.)

The attached 2026 Budget for the Tri-Lakes Monument Fire Protection District (DBA Monument Fire District) includes these important highlights:

- Continue to attract and retain the highest quality employees through a competitive salary and benefits package:
 - Cost of living adjustment – 2.5%
 - Increase to the district's matching 457 plan – 1% (2% to 3%)
- Continue the district's capital improvement plan, including Fire Station 3, the administrative offices, and the training center property as determined by the 10-year capital facilities plan.
- Continue to purchase apparatus as determined by the 10-year capital fleet plan.
- Continue to upgrade tools, equipment, and personal protective equipment to provide our firefighters with state-of-the-art technology as determined by the 10-year equipment replacement plan.

(* “important features” are not defined in statute; however, essential features of the budget would include starting/ending a service; increases or decreases in levels of services, increases/decreases to revenues (taxes/rates) and/or expenditures; acquisition of new equipment; start or end of a capital project, etc.).

The budgetary basis of accounting timing measurement method used is:

Cash basis
 Modified accrual basis
 Encumbrance basis
 Accrual

MONUMENT FIRE DISTRICT

16055 Old Forest Point, Suite #102

Monument, CO 80132

(719) 484-0911

www.monumentfire.org*Proudly serving the Tri-Lakes Region*

Mark Gunderman, President

Dr. John Hildebrandt, Vice President Duane Garrett, Secretary

Thomas Kelly, Treasurer

Randall Estes, Director

Tim Deleon, Director

Andre Mouton, Director

The services to be provided/delivered during the budget year are the following:

- Delivery of structural and wildland fire protection services
- Delivery of emergency medical services, including patient transport
- Search and rescue services
- Hazardous materials response
- Provision of fire prevention services, including:
 - Public education in fire prevention, first aid, and CPR
 - Property mitigation
 - Development review and assistance
 - Mutual aid assistance to surrounding communities

Debt Service	Balance (1/1/2026)	Payment	Pay Off Date
Engines (3)	\$2,174,193	\$390,207	07/28/2032
Tower	\$1,174,830	\$152,009	02/25/2035
Fire Station 3	\$0	\$1,383,936	06/01/2035



Andy Kovacs, Fire Chief

2026 BUDGET SCHEDULE

Budget forms provided	May 12, 2025
Budget Manager/Coordinator Meetings	June 1 – August 1, 2025
All budget requests completed	August 8, 2025
Revenue numbers received	By August 25, 2025
Budget Manager/Coordinator Meetings	TBD
Executive Team budget review	September 1, 2025
Revisions (as needed) completed	September 2025
Proposed budget to the Board of Directors	September 2025
1 st Budget presentation to the Board of Directors	September 24, 2025
2 nd Budget presentation to the Board of Directors	October 22, 2025
Budget adoption by the Board of Directors	November 12, 2025
Budget due to the state of Colorado	December 15, 2025

**MONUMENT
FIRE DISTRICT
2026 BUDGET SUMMARY**

		Actual 2024	Budget 2025	Proposed 2026
REVENUE				
Total 410000 - REVENUE - TAX RECIEPTS	18,054,202	19,725,345	20,416,530	
Total 420000 -REVENUE - OPERATING	6,569,172	1,869,618	1,677,500	
Total 440000 - REVENUE INTEREST	130,620	127,220	259,000	
Total 460000 -REVENUE - SALE OF ASSETS	477,056	0	1,260,000	
Total 490000 - REVENUE - MISCELLANEOUS	469,491	18,671,000	745,000	
TOTAL REVENUE	25,700,540	40,393,183	24,358,030	
EXPENSES				
Expenses - Operations				
Total 510000 - ADMINISTRATION	834,929	1,234,256	1,453,806	
Total 520000 - BUILDING	168,897	394,000	419,780	
Total 530000 - COMMUNICATION	279,208	364,500	524,000	
Total 540000 - FIRE PREVENTION	6,861	13,500	21,900	
Total 550000 - VEHICLES	416,090	392,700	447,500	
Total 560000 - OPERATIONS EQUIPMENT	471,520	591,737	719,531	
Total 570000 - WAGES	9,949,105	10,921,855	12,768,920	
Total 580000 - BENEFITS	3,102,027	3,361,060	4,275,748	
Total 610000 - TRAINING & EDUCATION	134,368	230,579	225,291	
Total 620000 - UTILITIES	82,846	104,000	122,700	
Total 630000 - FINANCE - DEBT SERVICE	253,743	206,915	1,005,259	
Total Expenses - Operations	15,699,593	17,815,102	21,984,436	
Expenses - Capital				
Total 900100 - BUILDING CAPITAL OUTLAY	2,538,608	5,415,000	19,053,776	
Total 900300 - VEHICLE CAPITAL OUTLAY	564,281	895,769	2,219,296	
Total 900600 - EQUIPMENT CAPITAL OUTLAY	90,551	278,000	560,600	
Total Expenses - Capital	3,193,441	6,588,769	21,833,672	
TOTAL EXPENSES	18,893,034	24,403,871	43,818,108	
Fund Transfer				
CAPITAL RESERVE	2,500,000	3,769,893	3,767,505	
FLEET CAPITAL	1,000,000	1,000,000	1,600,000	
CONTINGENCY	0	0	0	
BOK LOAN PROCEEDS	0	0	14,907,000	
IMPACT FEE	(1,500,000)	0	(600,000)	
Total Fund Transfer	2,000,000	4,769,893	19,674,505	
EXPENSES/REVENUE DIFFERENCE	8,807,507	20,759,205	214,427	

**MONUMENT
FIRE DISTRICT
2026 BUDGET DETAIL**

	Audited 2024	Projected 2025	Proposed 2026
REVENUE			
OPERATING REVENUE			
410000 - REVENUE - TAX RECEIPTS			
410100 - REVENUE - PROPERTY TAXES			
410102 - Property Taxes	16,687,240	18,013,655	19,167,730
410109 - Tax Refund - FS2 Septic	(1,096)	(1,000)	(1,200)
Total 410100 - REVENUE - PROPERTY TAXES	16,686,144	18,012,655	19,166,530
410200 - Revenue - Specific Ownership Tax	1,348,880	1,712,690	1,250,000
410300 - Revenue - Other Tax Revenue	6,553	0	0
410400 - Assessment Fees (Palmer Lake)	12,625	0	0
TOTAL 410000 - REVENUE - TAX RECEIPTS	18,054,202	19,725,345	20,416,530
420000 - REVENUE - GENERAL REVENUES			
420100 - Ambulance Revenue	958,406	1,426,116	1,200,000
420105 - EMS Supplement	421,757	400,000	350,000
420300 - Ambulance Revenue Refunds	(22,447)	(24,760)	(24,000)
420700 - Inspection/PlanReview/Fire Prevention	0	0	0
420900 - Community Services CPR	995	1,500	1,500
421100 - Contractual Services - Wescott	4,688,363	0	0
421500 - Revenue - Wildland Deployment	522,098	66,762	150,000
TOTAL 420000 - REVENUE - GENERAL REVENUES	6,569,172	1,869,618	1,677,500
TOTAL 440000 - REVENUE - INTEREST	130,620	127,220	259,000
Total 460000 - REVENUE - SALE OF ASSETS	477,056	0	1,260,000
TOTAL OPERATION REVENUE	25,231,050	21,722,183	23,613,030
490000 - MISCELLANEOUS INCOME			
490100 - Donations	1,027	0	0
490200 - Loan Proceeds	0	18,000,000	0
490300 - Grants	26,230	0	0
490700 - Impact Fees	389,819	190,000	200,000
490800 - Investment Revenue	0	0	541,000
490900 - Insurance Recoveries	0	0	0
499900 - Miscellaneous	52,415	481,000	4,000
TOTAL 490000 - MISCELLANEOUS INCOME	469,491	18,671,000	745,000
TOTAL REVENUE	25,700,540	40,393,183	24,358,030

**MONUMENT
FIRE DISTRICT
2026 BUDGET DETAIL**

		Audited 2024	Projected 2025	Proposed 2026
OPERATING EXPENSES				
510000 - ADMINISTRATION EXPENSES				
510100 - Accounting	50,192	0	0	
510300 - Auditing	16,934	27,200	19,650	
510500 - Ambulance Collection Fees	61,196	60,000	72,000	
510700 - Bank Charges & Credit Card Fees	75	24,500	26,500	
510900 - Penalties Fees	0	500	500	
511100 - Cty Treasurer's Fees @ 1.5%	235,803	277,500	287,516	
511300 - Books, Subscriptions & Dues	10,214	9,000	12,000	
511500 - Consultants	13,340	15,000	100,800	
511700 - Postage & Shipping	2,593	2,500	3,000	
511900 - Cobra	811	1,000	1,100	
512100 - Legal	16,429	64,000	64,000	
512300 - General Liability Insurance	123,712	225,000	230,000	
512500 - Worker's Compensation	268,722	325,000	350,000	
512700 - Admin Maintenance Contracts	493	1,000	1,000	
512900 - Office Supplies	5,368	6,000	6,000	
513100 - Office Equipment/Furniture	887	5,000	8,000	
513300 - Medical Exams / Services	41,347	48,000	74,550	
513500 - New Hire Exams	0	0	0	
513700 - Promotional Processes	74	2,600	3,200	
513900 - Recruiting/Hiring	16,605	23,855	26,910	
514100 - Morale & Welfare	3,278	22,000	10,000	
514150 - Awards Banquet	0	0	8,500	
514200 - Honor Guard	11,221	14,601	9,580	
514300 - Public Relations	26,425	30,000	35,000	
514400 - Youth Camp	0	0	1,500	
514500 - Election	0	1,000	42,000	
514600 - Election Materials	0	0	5,000	
514700 - Bad Credit	(110,146)	0	0	
514800 - Chaplain Program	0	500	500	
514900 - Accreditation	30,390	32,000	35,000	
519100 - Special Incident	1,310	1,500	5,000	
519900 - General Expense	7,409	15,000	15,000	
519999 - Unassigned Credit Card Charge	246	0	0	
TOTAL 510000 - ADMINISTRATION EXPENSES	834,929	1,234,256	1,453,806	
520000 - BUILDINGS EXPENSE				
520100 - Repairs & Maintenance	91,432	140,000	140,000	
520300 - Supplies Expense	27,000	35,000	35,000	
520400 - Admin Bldg Lease	0	191,000	233,562	
520500 - Admin Lease CAMS	46,419	22,000	0	
520600 - Admin Bldg Utilities	4,046	6,000	11,218	
TOTAL 520000 -BUILDINGS EXPENSE	168,897	394,000	419,780	

**MONUMENT
FIRE DISTRICT
2026 BUDGET DETAIL**

		Audited 2024	Projected 2025	Proposed 2026
530000 - COMMUNICATIONS EXPENSE				
530100 - Telephone	15,231	16,000	16,000	
530300 - Cable	7,276	6,000	8,000	
530500 - Cellular	32,382	28,000	35,000	
530900 - Internet	14,894	17,000	18,000	
531100 - Information Technology	30,676	85,000	85,000	
531300 - IT Subscriptions (Contracts)	145,859	175,000	175,000	
531500 - Maintenance Contract 800/Radio	117	2,500	50,000	
531700 - Radio License 800/Radio Sub	29,585	30,000	32,000	
531900 - Communication Repair & Maint	3,189	5,000	5,000	
532100 - Dispatch Services	0	0	100,000	
TOTAL 530000 - COMMUNICATIONS EXPENSE	279,208	364,500	524,000	
540000 - FIRE PREVENTION				
540300 - Fire Prevention Supplies/FPB	4,358	7,000	8,000	
540500 - Fire Prevention Equip/FPB Equip	2,503	5,500	8,500	
549900 - Fire Prevention-Other/FPB	0	1,000	5,400	
TOTAL 540000 - FIRE PREVENTION	6,861	13,500	21,900	
550000 - VEHICLES EXPENSE				
550200 - FIREFIGHTING VEHICLES				
550201 - Firefighting Fuel	48,497	65,000	65,000	
550203 - Firefighting Repairs & Maintenance	215,094	150,000	200,000	
550205 - Ladder Testing	2,310	4,000	4,000	
550207 - Pump Testing	0	5,200	6,000	
550299 - Firefighting Vehicles - Other	0	0	0	
TOTAL 550200 - FIREFIGHTING VEHICLES	265,900	224,200	275,000	
550500 - MEDICAL VEHICLES				
550501 - Medical Fuel	24,356	36,000	36,000	
550503 - Medical Repairs & Maintenance	64,242	40,000	40,000	
550599 - Medical Vehicles - Other	0	0	0	
TOTAL 550500 - MEDICAL VEHICLES	88,597	76,000	76,000	
550700 - ADMIN VEHICLES				
550701 - Admin Fuel	26,156	32,000	32,000	
550703 - Admin Repairs & Maintenance	24,386	23,000	25,000	
550799 - Admin Vehicles - Other	0	7,000	10,000	
TOTAL 550700 - ADMIN VEHICLES	50,542	62,000	67,000	
550900 - SPECIALITY VEHICLES				
550901 - Speciality Fuel	188	500	3,000	
550903 - Speciality Repairs & Maintenance	10,267	8,000	6,500	
550999 - Speciality Vehicles - Other	0	12,000	12,000	
TOTAL 550900 - SPECIALITY VEHICLES	10,455	20,500	21,500	
551100 - Bench Stock	595	10,000	8,000	
TOTAL 550000 - VEHICLES EXPENSE	416,090	392,700	447,500	

**MONUMENT
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2026 BUDGET DETAIL**

		Audited 2024	Projected 2025	Proposed 2026
560000 - OPERATIONAL EQUIPMENT				
560100 - FIREFIGHTING EQUIPMENT/SUPP				
560103 - Equipment Repairs & Maintenance	1,447	4,000	4,000	
560104 - Small Engine Repairs	329	3,000	3,000	
560105 - SCBA Equipment	23,744	10,500	65,650	
560106 - SCBA Repairs & Maintenance	21,604	5,000	27,000	
560207 - PPE Equipment	25,552	124,080	109,613	
560108 - PPE - New Hire	64,052	20,000	35,958	
560109 - PPE Repairs & Maintenance	10,377	6,000	24,220	
560116 - PPE Haz-Mat	0	0	10,000	
560110 - Wildland PPE	14,192	14,135	10,830	
560112 - Wildland Deployment	24,561	45,000	50,000	
560113 - Wildland Supplies	3,666	12,025	37,050	
560115 - Wildland Repairs & Maintenance	27	0	1,000	
560117 - Firefighting Supplies	4,534	3,000	1,000	
560121 - Technical Rescue Equipment	10,416	14,800	7,884	
560123 - Technical Rescue Supplies	0	500	500	
560125 - Drone	8,027	11,080	11,300	
560164 - Hazmat Equipment	258	500	20,900	
560165 - Hazmat Supplies	1,686	5,000	7,656	
560198 - Hose, Nozzles, & Appliances	24,649	26,768	22,000	
560199 - Firefighting Equipment	6,482	17,289	9,298	
TOTAL 560100 - FIREFIGHTING EQUIPMENT/SUPP	245,603	322,677	458,859	
560300 - MEDICAL EQUIPMENT				
560302 - EMS Equipment	21,333	50,000	40,500	
560303 - EMS Equipment Repairs & Maintenance	(258)	3,000	6,529	
560307 - EMS Maintenance Contracts	44,685	44,060	50,278	
560309 - EMS Supplies	80,822	100,000	120,000	
TOTAL 560300 - MEDICAL EQUIPMENT	146,581	197,060	217,307	
560600 - UNIFORMS				
560603 - Uniforms - New Hire/Promotions	9,190	7,000	18,055	
560605 - Uniforms - Staff	65,420	55,000	18,055	
560607 - Uniforms - Tailoring	1,146	2,000	2,000	
560699 - Uniforms - Other	3,579	8,000	5,255	
TOTAL 560600 - UNIFORMS	79,336	72,000	43,365	
TOTAL 560000 - OPERATIONAL EQUIPMENT	471,520	591,737	719,531	

**MONUMENT
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2026 BUDGET DETAIL**

		Audited 2024	Projected 2025	Proposed 2026
570000 - WAGES				
570100 - Payroll Expenses		6,809	4,500	0
570200 - Banked Vacation/Sick		15,195	18,699	30,000
570300 - Administration Personnel		1,394,833	1,723,730	2,149,681
570400 - Operations Personnel		7,076,957	7,802,322	7,942,290
570500 - Longevity			104,288	97,268
570700 - OVERTIME				
570703 - Overtime (Shift)		900,845	862,020	1,453,100
570704 - Overtime (Admin)		12,040	5,224	30,000
570705 - Overtime (Other)		60,307	43,958	139,557
570707 - Overtime (Training/EMS)		94,619	108,634	127,512
570708 - Overtime (Educational Leave)		14,059	30,388	378,969
570709 - Overtime (Wildland Backfill)		71,739	19,862	100,000
TOTAL 570700 - OVERTIME		1,153,608	1,070,086	2,229,138
571700 - Wildland Deployment Pay		137,205	30,422	100,000
573100 - FICA Tax (PT only)		1,178	2,588	17,978
573200 - Medicare Tax		144,562	154,060	181,951
573300 - Unemployment Expense		18,758	11,160	20,614
TOTAL 570000 - WAGES		9,949,105	10,921,855	12,768,920
580000 - BENEFITS				
580200 - Health Insurance		1,703,547	1,775,700	2,200,000
580300 - Dental Insurance		41,257	42,660	50,000
580400 - Vision Insurance		(213)	0	0
580500 - FPPA Death & Disability Insurance		304,866	346,754	407,570
580600 - Supplemental Insurance		0	0	0
580700 - Accident & Health Insurance		7,792	15,542	10,000
580800 - Peer Support		3,910	5,560	12,311
580900 - 457 Plan		170,635	188,648	472,551
581100 - Pension		868,416	984,088	1,120,816
581102 - DW Volunteer Pension Fund		0	0	0
582200 - Heart/Cardiac Benefit		0	0	0
583100 - Employee Assistance Program		0	0	0
584300 - Flex Spending & Health Savings		1,818	2,108	2,500
TOTAL 580000 - BENEFITS		3,102,027	3,361,060	4,275,748

**MONUMENT
FIRE DISTRICT
2026 BUDGET DETAIL**

		Audited 2024	Projected 2025	Proposed 2026
610000 - TRAINING & EDUCATION				
610100 - Firefighting Training	15,941	47,550	16,600	
610200 - Medical Training	7,814	21,744	26,800	
610300 - Admin/Other Training	37,973	59,460	76,848	
610305 - Academy Training	31,127	31,800	32,181	
610400 - Director's Training	0	300	1,000	
610500 - Health and Wellness	23,656	27,875	16,050	
610600 - EMS Community Outreach	2,030	1,000	3,000	
610700 - Community Risk Training	5,185	18,600	15,100	
610800 - Travel/Lodging	10,642	22,250	37,712	
TOTAL 610000 - TRAINING & EDUCATION	134,368	230,579	225,291	
620000 - UTILITIES				
620100 - Electricity	40,111	37,000	46,000	
620200 - Heating/Gas	25,104	45,000	50,000	
620300 - Water & Sewer	9,779	12,000	16,000	
620700 - Trash Collection	7,852	10,000	10,700	
TOTAL 620000 - UTILITIES	82,846	104,000	122,700	
630000 - FINANCE - DEBT SERVICE				
634100 - Interest Expense	253,743	206,915	1,005,259	
TOTAL 630000 - FINANCE - DEBT SERVICE	253,743	206,915	1,005,259	
TOTAL OPERATING EXPENSES	15,699,593	17,815,102	21,984,436	
EXPENSES DIFFERENCE	10,000,947	22,578,081	2,373,594	

**MONUMENT
FIRE DISTRICT
2026 BUDGET DETAIL**

		Audited 2024	Projected 2025	Proposed 2026
CAPITAL EXPENSES				
900000 - CAPITAL IMPROVEMENT FUND				
900100 - BUILDINGS CAPITAL OUTLAY				
900110 - Fire Station 1	0	0	210,000	
900120 - Fire Station 2	120,490	2,000,000	0	
900130 - Fire Station 3	410,387	600,000	14,907,776	
900140 - Fire Station 4	1,658,465	115,000	0	
900150 - Fire Station 5	72,685	0	50,000	
900160 - Fire Station 6	0	1,300,000	0	
900170 - Training Center	180,152	800,000	3,336,000	
900199 - Administrative Offices	96,430	600,000	550,000	
TOTAL 900100 - BUILDINGS CAPITAL OUTLAY	2,538,608	5,415,000	19,053,776	
900300 - VEHICLES CAPITAL OUTLAY				
900303 - Fire Vehicles	93,889	391,000	1,082,189	
900305 - Medical Vehicles	0	330,000	330,000	
900307 - Admin Vehicles	254,761	0	100,000	
900309 - Speciality Vehicles	47,676	0	357,900	
900312 - Lease Princ 2022 Engine	70,792	73,914	77,173	
900313 - Lease Princ 2023 Tower	97,163	100,855	104,688	
900314 - Lease Princ 2026 Engines	0	0	167,346	
TOTAL 900300 - VEHICLES CAPITAL OUTLAY	564,281	895,769	2,219,296	
900600 - EQUIPMENT CAPITAL OUTLAY				
900602 - Fire Communications		0	15,000	
900605 - Medical Equipment	74,824	218,000	340,600	
900609 - Fire Supression Equipment	15,727	60,000	205,000	
TOTAL 900600 - EQUIPMENT CAPITAL OUTLAY	90,551	278,000	560,600	
TOTAL 900000 - CAPITAL IMPROVEMENT FUND	3,193,441	6,588,769	21,833,672	
TOTAL CAPITAL EXPENSES	3,193,441	6,588,769	21,833,672	
TOTAL EXPENSES	18,893,034	24,403,871	43,818,108	
FUND TRANSFER				
Capital Reserve	2,500,000	3,769,893	3,767,505	
Fleet Capital	1,000,000	1,000,000	1,600,000	
Contingency		0	0	
BOK Loan Proceeds		0	14,907,000	
Impact Fee	(1,500,000)	0	(600,000)	
TOTAL FUND TRANSFER	2,000,000	4,769,893	19,674,505	
REVENUE/EXPENSES DIFFERENCE	8,807,507	20,759,205	214,427	

**MONUMENT
FIRE DISTRICT
2026 FUND BALANCES**

	Actual 2024	Budget 2025	Projected 2025	Proposed 2026
GENERAL FUND BALANCE				
Beginning Balance	5,432,991	7,132,573	10,656,037	9,708,002
Revenues	24,731,038	23,928,427	21,712,783	23,539,882
Expenses	(15,699,593)	(18,763,918)	(17,815,102)	(21,984,436)
Transfer In	0	0	0	0
Transfer Out	(2,000,000)	(7,659,988)	(4,845,716)	(4,855,310)
Adjust to Actual	(1,808,399)			
Ending Balance	10,656,037	4,637,094	9,708,002	6,408,138
CAPITAL RESERVES FUND BALANCE (COMMITTED)				
Beginning Balance	2,703,076	3,089,226	3,163,451	1,247,344
Revenues (Interest)	576,046	7,000	7,000	31,184
Expenses	(2,629,159)	(8,951,191)	(5,693,000)	(4,706,600)
Transfer In	2,500,000	6,584,165	3,769,893	3,767,505
Transfer Out	0	0	0	0
Adjust to Actual	13,488	0	0	0
Ending Balance	3,163,451	729,200	1,247,344	339,433
FLEET CAPITAL FUND BALANCE (COMMITTED)				
Beginning Balance	1,376,974	1,841,167	1,621,751	1,726,582
Revenues (Interest)	678	600	600	43,165
Expenses	(564,281)	(1,214,769)	(895,769)	(2,219,296)
Transfer In	1,000,000	1,000,000	1,000,000	1,600,000
Transfer Out	0	0	0	0
Adjust to Actual	(191,620)	0	0	0
Ending Balance	1,621,751	1,626,998	1,726,582	1,150,451
EMERGENCY RESERVE FUND BALANCE-TABOR (RESTRICTED)				
Beginning Balance	376,819	487,227	487,478	566,101
Revenues (Interest)	2,960	2,800	2,800	2,800
Expenses	0	0	0	0
Transfer In	107,700	75,823	75,823	87,805
Transfer Out	0	0	0	0
Adjust to Actual	0	0	0	0
Ending Balance	487,478	565,850	566,101	656,706
CONTINGENCY FUND BALANCE (RESTRICTED)				
Beginning Balance	1,609,611	1,698,911	1,696,985	1,787,985
Revenues (Investment earnings)	87,373	91,000	91,000	91,000
Expenses	0	0	0	0
Transfer In	0	0		
Transfer Out	0	0	0	0
Adjust to Actual	0	0	0	0
Ending Balance	1,696,985	1,789,911	1,787,985	1,878,985
BOK STATION 3 LOAN PROCEEDS FUND BALANCE (RESTRICTED)				
Beginning Balance			18,000,000	18,448,120
Revenues (Investment earnings)			389,000	450,000
Expenses	0	0	59,120	(14,907,776)
Transfer In	0	0	0	0
Transfer Out	0	0	0	0
Adjust to Actual	0	0	0	0
Ending Balance	0	0	18,448,120	3,990,344
IMPACT FEE FUND BALANCE (RESTRICTED)				
Beginning Balance	1,733,016	438,246	450,238	640,238
Revenues	389,819	205,820	190,000	200,000
Expenses	0	0	0	0
Transfer In	0	0	0	0
Transfer Out	(1,500,000)	0	0	(600,000)
Adjust to Actual	(172,597)	0	0	0
Ending Balance	450,238	644,066	640,238	240,238

Purchase amount = no debt			Consider 4% annual growth for apparatus/3% for light vehicles																				
Annual debt payment			Engines (Type 1/Type 3 - 10 years frontline, 5 years reserve)				Brush (10 years frontline, 5 years reserve)																
Overdue for replacement			Truck (13 years frontline, 5 years reserve)				Ambulance (5 years frontline, 2 years reserve)																
Fleet #/VIN	Code	Vehicle	Position	Purchase Year	Replace Year	Lifespan	Replacement Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	900307	Ford Explorer			SELL																		
S99638	900307	Ford 150	Training BC	2018	2030	12Y	\$80,000																
S99639	900307	Ford 150	Training Officer	2018	2030	12Y	\$80,000																
S99640	900307	Ford 150	DC of Ops	2018	2030	12Y	\$80,000																
S68730	900307	Ford F250	Shift BC	2020	2032	12Y	\$88,000	-\$88,000															
S68731	900307	Ford F250	Shift BC (Reserve)	2020	2032	12Y	\$88,000	-\$88,000															
S64336	900307	Ford Expedition	EMS Educator	2020	2032	12Y	\$75,000	-\$75,000															
S64335	900307	Ford Expedition	EMS Coordinator	2020	2032	12Y	\$75,000	-\$75,000															
S79579	900307	Chevy Tahoe	Admin Reserve	2019	2031	12Y	\$80,000																
S96388	900307	Dodge 3500	Snow Plow/Tow	2012	2024*	12Y	\$60,000																
S40545	900307	Ford Transit	Fire Technician	2023	2035	12Y	\$60,000																
S38292	900307	Ford 150	Fire Chief	2024	2035	12Y	\$80,000																
S38293	900307	Ford 150	DC of CRR	2024	2036	12Y	\$80,000																
S38294	900307	Ford 150	DC of SS	2024	2036	12Y	\$80,000																
S18394	900307	Ford F350	Snow Plow/Tow	2003	2015*	12Y	\$60,000																
S26496	900307	Ford F250	Logistics LT	2023	2036	12Y	\$80,000																
NEW	900307	Ford Maverick	Fire Prevention	2026	2038	12Y	\$50,000																
NEW	900307	Ford Maverick	Fire Prevention	2026	2038	12Y	\$50,000																
E48764	900300	Smeal T1 Engine	Reserve	2004	2019*	10Y/5Y	\$960,000	-\$23,945															
E20193	900303	Pierce T1 Engine	513	2019	2034	10Y/5Y	\$960,000	-\$71,300	-\$71,300	-\$71,300	-\$483,165												
E20859	900303	Pierce T1 Engine	512	2019	2034	10Y/5Y	\$960,000	-\$77,767	-\$77,767	-\$77,767	-\$398,035												
E24972	900303	Pierce T1 Engine	514	2023	2039	10Y/5Y	\$900,000																
NEW	900303	Pierce T1 Engine	New	2026	2040	10Y/5Y	\$950,000																
NEW	900303	Pierce T1 Engine	New	2026	2040	10Y/5Y	\$950,000																
NEW	900303	BME T2 Engine	515	2026	2040	10Y/5Y	\$674,000																
900303	Type 1 Engine	2001	SELL																				
E71642	900303	RB Ladder (100')	Reserve	2009	2033	13Y/5Y	\$1,575,000	-\$71,387															
E27169	900303	Pierce Ladder	531	2024	2042	13Y/5Y	\$1,575,000																
E70409	900303	RB Ladder (75')	Reserve	2010	2023	13Y/5Y	\$1,575,000																
900303	T6 Ford F450	2001	SELL																				
B06335	900303	T6 Dodge 5500	Reserve	2015	2030	10Y/5Y	\$330,000																
B86468	900303	T6 Dodge 4500	544	2018	2033	10Y/5Y	\$330,000																
B18228	900303	T6 (Ford)	542	2024	2039	10Y/5Y	\$330,000																
S52685	900307	Squad Ford F550	575	2022	2034	12Y	\$330,000																
B38602	900303	T3 (BME)	541	2023	2033	10Y/5Y	\$378,100																
900303	ALF Tender	2001	SELL																				
NEW	900303	Midwest Tender	New	2024	2044	15Y/5Y	\$400,000																
UN0421	900303	Midwest Tender	564	2020	2040	15Y/5Y	\$250,000																
A58392	900305	Dodge 4500	Reserve	2016	2021	5Y/2Y	\$232,000																
A77410	900305	Dodge 4500	Reserve	2016	2021	5Y/2Y	\$232,000																
A47384	900305	Ford F550	Reserve	2019	2026	5Y/2Y	\$232,000																
A34972	900305	AEV Ford	584	2024	2030	5Y/2Y	\$265,000																
NEW	900305	AEV Ford	581	2024	2031	5Y/2Y	\$300,000																
A70316	900305	Ford F450	583	2020	2025	5Y/2Y	\$232,000																
U130CD	900309	Thiokol Snowcat	Fire Station 1	1987	REPLACE	20Y	\$250,000																
U91164	900309	Side-by-side</																					

Monument FD Facilities and Equipment Repair/Replacement Schedule 2020-2035

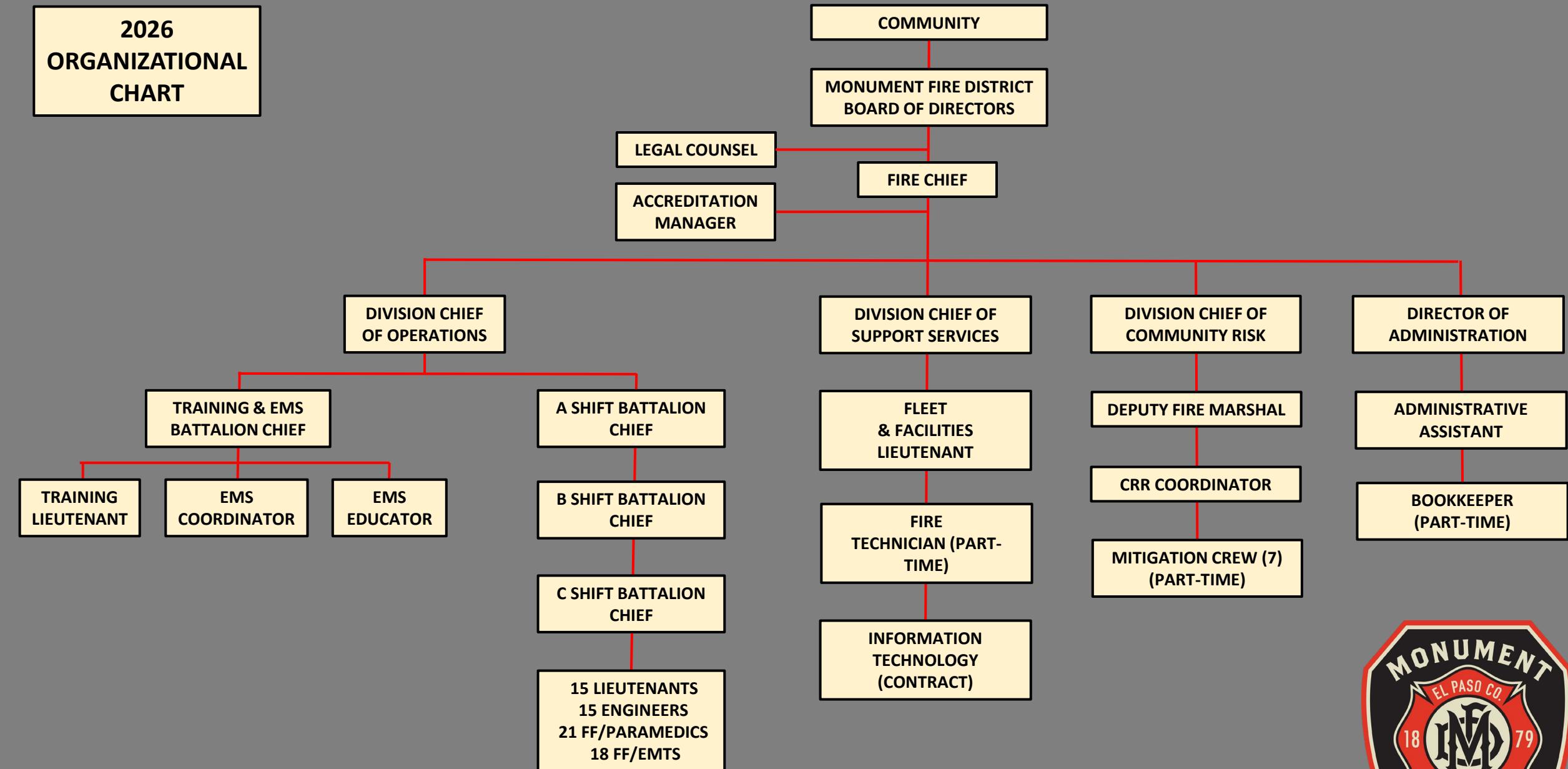
Purchase amount = no debt			Facilities																			
Annual debt payment			Equipment																			
Overdue for replacement																						
Location	Code	Description	Purchase Year	Replace Year	Lifespan	Replacement Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1	900110	Fire Station 1					-\$361,000	-\$1,655,000	-\$238,000	-\$175,000			-\$210,000									
2	900110	Fire Station 2							-\$115,300	-\$105,000	-\$2,300,000	-\$2,000,000										
3	900130	Fire Station 3							-\$22,000	-\$700,000	-\$2,400,000	-\$600,000	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936		
3	900130	Fire Station 3 (Savings)													-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	
4	900140	Fire Station 4							-\$35,000	-\$558,000	-\$450,000	-\$115,000										
5	900150	Fire Station 5								-\$527,000												
6	900160	Fire Station 6 (Future)											-\$1,300,000									
TC	900110	Training Center					-\$389,000		-\$50,000	-\$121,743	-\$2,400,000	-\$800,000	-\$3,336,000									
Admin	900199	Admin					-\$250,000			-\$96,430	-\$96,430	-\$600,000	-\$450,000									
Admin	900199	Admin (Savings)											-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	
Equipment																						
Location	Code	Description	Purchase Year	Replace Year	Lifespan	Replacement Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Communications IT	900602												-\$38,500									
EMS	900605						-\$112,000	-\$26,400	-\$65,500	-\$65,500	-\$91,400	-\$190,028	-\$340,600									
Miscellaneous	Vaired												-\$30,500	-\$25,000								
PPE	900609									-\$22,000	-\$12,000											
SCBA	900609						-\$335,000		-\$100,000													
Tools & Equipment	900609												-\$57,945	-\$205,000								
Training Center	900609													-\$90,000								
						Beginning Balance	\$1,595,411	\$1,171,241	\$2,244,904	\$2,438,809	\$2,703,076	\$3,136,474	\$1,243,394	\$489,433	\$631,561	\$851,809	\$643,497	\$745,085	\$933,131	\$1,137,209	\$1,246,657	\$1,284,395
						Transfers In	\$1,290,187	\$3,178,341	\$1,000,000	\$1,240,000	\$2,700,000	\$3,769,893	\$4,289,191	\$4,000,000	\$4,000,000	\$4,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$4,000,000	\$3,000,000	\$3,000,000
						Building Expenses (Cash)	-\$1,000,000	-\$1,655,000	-\$460,300	-\$2,186,743	-\$7,550,000	-\$5,415,000	-\$4,996,000	-\$2,383,936	-\$2,383,936	-\$2,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936
						Equipment Expenses (Cash)	-\$112,000	-\$361,400	-\$87,500	-\$208,000	-\$154,900	-\$247,973	-\$560,600	-\$90,000	-\$11,880	-\$440,440	-\$130,540	-\$44,082	-\$28,050	-\$1,122,680	-\$194,390	-\$235,229
						Expenses (Lease)	\$0	\$0	\$0	\$96,430	\$96,430	\$0	\$1,383,936	\$1,383,936	\$1,383,936	\$1,383,936	\$1,383,936	\$1,383,936	\$1,383,936	\$1,383,936	\$1,383,936	
						Total Expenses	-\$1,112,000	-\$2,016,400	-\$547,800	-\$2,491,173	-\$7,801,330	-\$5,662,973	-\$6,940,536	-\$3,857,872	-\$3,779,752	-\$4,208,312	-\$2,898,412	-\$2,811,954	-\$2,795,922	-\$3,890,552	-\$2,962,262	-\$3,003,101
						Adjust to Actual	-\$652,857	-\$88,278	-\$258,295	\$1,515,440	\$5,534,728	\$1,897,384	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
						Ending Balance	\$1,171,241	\$2,244,904	\$2,438,809	\$2,703,076	\$3,136,474	\$1,243,394	\$489,433	\$631,561	\$851,809	\$643,497	\$745,085	\$933,131	\$1,137,209	\$1,246,657	\$1,284,395	\$1,281,294



MONUMENT FIRE DISTRICT
2022-2026 STRATEGIC PLAN OBJECTIVES

2022-2026 OBJECTIVES	ASSIGNED TO	CALENDAR YEAR	2022	2023	2024	2025	2026
GOVERNANCE AND ADMINISTRATION - 1.0							
Objective 1.0 - Evaluate the Fire Chief's performance annually.	Board of Directors	Annually	✓	✓	✓		
Objective 1.1 - Review every district policy every three years.	Executive Team	Annually	✓	✓	✓	✓	
Objective 1.2 - Continue to evaluate opportunities for the unification of fire districts.	Executive Team	Annually	✓	✓	✓	✓	
Objective 1.3 - Design a program to communicate the organization's vision and status with all employees.	Executive Team	Annually	✓	✓	✓	✓	
Objective 1.4 - Develop a comprehensive program to espouse the mission, vision, and values of the fire district.	BC Mola	2022	✓				
ASSESSMENT AND PLANNING - 2.0							
Objective 2.0 - Track, monitor, report, and enhance service delivery through industry-standard defined benchmarks.	DC of Admin/Accreditation Manager	Annually	✓	✓	✓	✓	
Objective 2.1 - Achieve accreditation through the Commission on Fire Accreditation International (CFAI).	DC of Admin/Accreditation Manager	2026					✓
Objective 2.2 - Maintain or improve the fire district's ISO rating of 3/3Y.	Executive Team	2022	✓				
Objective 2.3 - Develop a community risk assessment profile.	DC of Admin/Accreditation Manager	2022		✓			
Objective 2.4 - Develop a standards of cover profile.	BC Mola	2023	✓				
FINANCIAL RESOURCES - 3.0							
Objective 3.0 - Continue to educate the taxpayers on the combined effects of Gallagher, TABOR, and other financial legislation that might impact the district.	Fire Chief	Annually	✓	✓	✓	✓	
PROGRAMS - 4.0							
Community Risk Reduction/Fire Prevention							
Objective 4.0 - Develop an annual engine company inspection program.	DC of Admin	2022		✓			
Objective 4.1 - Develop a pre-incident response plan for operations personnel.	DC of Admin/Accreditation Manager	2023	✓				
All-Hazard Emergency Response							
Objective 4.2 - Provide Level B suits and additional absorbent for hazardous materials response and mitigation.	LT Keough	2022	✓				
Objective 4.3 - Develop wildland-urban interface pre-plans.	Contract	2022	✓	✓			
Emergency Medical Services							
Objective 4.4 - Develop the philosophy, design, and implementation of a comprehensive EMS program.	EMS Battalion Chief/EMS Coordinator	2026					
Objective 4.5 - Develop a regional mass-casualty incident (MCI) response plan.	EMS Battalion Chief/EMS Coordinator	2022	✓				
Objective 4.6 - Develop an automated inventory control system for EMS supplies.	EMS Battalion Chief/EMS Coordinator	2022	✓				
Objective 4.7 - Develop an EMS continuous quality improvement program with a comprehensive EMS data collection process.	EMS Battalion Chief/EMS Coordinator	2023	✓				
PHYSICAL RESOURCES - 5.0							
Objective 5.0 - Develop a multi-year strategy for the purchase and replacement of capital equipment.	DC of Admin/LT Keough	2022	✓				
Objective 5.1 - Develop a multi-year strategy for the purchase and replacement of capital fleet/vehicles.	DC of Admin/LT Keough	2022	✓				
Objective 5.2 - Develop a facility repair and replacement plan.	DC of Admin/LT Keough	2022	✓				
Objective 5.3 - Develop a multi-phased plan for the construction of a regional fire training center.	DC of Admin/LT Keough	2022	✓				
HUMAN RESOURCES - 6.0							
Objective 6.0 - Create a dynamic recruitment plan.	Executive Team	Annually	✓	✓	✓	✓	
Objective 6.1 - Evaluate the organization to determine metrics and priorities for additional administrative and operations personnel.	Executive Team	Annually	✓	✓	✓	✓	
TRAINING AND COMPETENCY - 7.0							
Objective 7.0 - Implement the training component on policies through Target Solutions.	Battalion Chief of Training	2022	✓				
Objective 7.1 - Develop and implement annual training requirements.	Battalion Chief of Training	Annually	✓	✓	✓	✓	
Objective 7.2 - Create a balanced all-risk, annual training calendar to include EMS.	Battalion Chief of Training	2022	✓	✓	✓	✓	
ESSENTIAL RESOURCES - 8.0							
EXTERNAL SYSTEMS RELATIONSHIPS - 9.0							
Objective 9.0 - Foster the relationship with El Paso County Office of Emergency Management.	Fire Chief	Annually	✓	✓	✓	✓	

**2026
ORGANIZATIONAL
CHART**



Serving with Character, Connection, & Commitment





Andy Kovacs, Fire Chief

2026 WAGE SCHEDULE

Position	2026 Wage	Non-Primary Paramedic**
Fire Chief (FC)	*	
Division Chief (DC2)	\$174,110	
Division Chief (DC1)	\$164,232	
Battalion Chief (BC3)	\$154,957	
Battalion Chief (BC2)	\$146,187	
Battalion Chief (BC1)	\$137,912	
Lieutenant (LT4)	\$130,105	\$132,605
Lieutenant (LT3)	\$125,103	\$127,603
Lieutenant (LT2)	\$120,289	\$122,789
Lieutenant (LT1)	\$115,663	\$118,163
Engineer (ENG4)	\$111,215	\$113,715
Engineer (ENG3)	\$106,767	\$109,267
Engineer (ENG2)	\$102,496	\$104,996
Engineer (ENG1)	\$98,396	\$100,896
FF/Paramedic (FF/PM4)	\$111,215	
FF/Paramedic (FF/PM3)	\$106,767	
FF/Paramedic (FF/PM2)	\$102,496	
FF/Paramedic (FF/PM1)	\$98,396	
Firefighter (FF4)	\$94,459	
Firefighter (FF3)	\$90,682	
Firefighter (FF2)	\$87,054	
Firefighter (FF1)	\$83,571	
Firefighter Recruit	\$80,230	
Fleet and Facilities	Rank + 5%***	
EMS Coordinator	Rank + 5%***	
Training Officer	Rank + 5%***	
EMS Educator	Rank + 5%***	
Deputy Fire Marshal	\$115,663 - \$130,105	
CRR Coordinator	\$98,396 - \$111,215	
Director of Administration	\$130,105	
Accreditation Manager	\$115,663	
Admin Assistant	\$60,000	
Bookkeeper (PT)	\$50,000	
Fire Technician (PT)	\$45,000	

* = Fire Chief's salary determined by the BOD

** = Non-primary paramedic = \$2,500/annually

*** = 5% administrative assignment differential